



COUNTY OF DANE
DEPARTMENT OF ADMINISTRATION
EMPLOYEE RELATIONS DIVISION

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Director of Administration

AMY UTZIG
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MEMORANDUM

DATE: March 5, 2026

TO: Amy Utzig
Human Resources Director

FROM: Abby Hannula
Human Resources Analyst

SUBJECT: Reclassification Request for Child Support Investigator (G17) and Lead Child Support Investigator (G19) Classifications

SUMMARY

On November 3, 2025, Child Support Investigator (CSI) Jessica Fenty requested a reallocation for the CSI (G17) classification from G17 to G19. According to Incumbent Fenty, the current Position Description for the CSI (G17) classification has not been updated since at least 1998 and it no longer captures the complexity, discretion, and technical expertise required in this role today. The Incumbent explained that Investigators operate in a highly complex legal and technical environment where they interpret and enter court orders, evaluate and conduct audits of financial records, and make independent determinations that directly affect families' financial stability and the County's federally measured performance standards and funding. Over the years, Investigators have had numerous added responsibilities while also absorbing a wide range of additional duties that were once handled by other classifications.

Incumbent Fenty explained that the work Investigators do requires constant use of discretion and interpretation. Investigators work with sensitive legal, financial, and personal information and are required to use advanced analytical and interpersonal skills, be proficient in multiple systems, and maintain strict confidentiality. The complex legal and financial decisions made by Investigators every day is done with minimal direct supervision and mistakes can have serious consequences for families and the County alike. Each case the Investigator reviews presents a unique set of facts and personal circumstances, requiring investigators to apply judgment thoughtfully and consistently while balancing enforcement with empathy and fairness. Decisions and the level of professional judgement must be made and determined with consideration for the individual family's situation and in compliance with complex state and federal requirements.

On November 21, 2025, Incumbent Fenty also requested to reallocate the Lead Child Support Investigator (G19) classification from G19 to G21. According to Incumbent Fenty, it is necessary to reallocate the Lead CSI (G19) classification to G21 given the additional responsibilities and leadership role, as well as to ensure there is a clear 2-step differential between the standard CSI (G17) classification and the Lead role.

On December 30, 2025, Operations Director, Division of Child Support, Lisa Bina explained that the Department does not object to this request or the updates made to the supporting documents.

According to the Dane County Administrative Practices Manual (APM) for the Reallocation/Reclassification of a Position, a reallocation is defined in Dane County Ordinance, Chapter 18: Section 18.04; as, "(36) Reallocation shall mean a change in salary range allocation for a position(s) or classification based on reasons of internal and/or external equity" and a reclassification is defined in Dane County Ordinance, Chapter 18: section 18.04; as, "(37) Reclassification shall mean a change in classification to which a position is assigned as a result of evaluation of the duties and responsibilities assigned to that position." Although Incumbent Fenty has requested a reallocation of the CSI (G17) and Lead CSI (G19) classifications, given the PDs and the duties and responsibilities assigned to these positions have been updated, this will be reviewed as a reclassification request.

This audit included a conversation with Angel Righter, Child Support Operations Manager, Amber Linnerud, Child Support Operations Manager, Lisa Bina, Child Support Enforcement Operations Director, and Vue Yang, Child Support Legal Director. Numerous CSIs, a Lead CSI, and two Attorneys were also interviewed to gather additional facts regarding this request. Additionally, the old Position Description (PD) and the new PD for both classifications were reviewed, the current classifications were reviewed, and a comparison of functions and responsibilities with comparable Dane County classifications and positions was analyzed.

REVIEW AND ANALYSIS – Child Support Investigator

The first part of this request includes the request to reclassify the Child Support Investigator (G17) classification to the G19 pay range.

In speaking with Angel Righter, Child Support Operations Manager, Manager Righter explained that the new PD for the CSI (G17) classification indicates detailed responsibilities the CSIs (G17) are now responsible for, including additional work and processes that have been added over the years. As the systems and processes within State and Federal systems have updated and evolved, so have the duties and training of the CSI (G17), including the addition of E-filings (changing from a paper system to an electronic system) and working within WIKIDS. The CSIs (G17) work closely with all of the teams within the Agency, including the attorneys. Manager Righter explained that there are a few things that are run by attorneys for approval (i.e. bench warrants, sending someone to jail, etc.), but 95% of the work performed by the CSI (G17) involves solely making independent decisions. The work of the CSI (G17) is not only done independently, it is also very complex. Every case includes a different scenario, which means the CSI (G17) has to analyze, shift, and adjust their decision making. Every decision made by the CSI (G17) impacts families directly, so they must be careful and thoughtful in their process. Additionally, all of the funding the Agency receives is based on performance measures, so it is critical that the CSIs (G17) are meeting measures to continue to enforce and work on cases.

In speaking with Amber Linnerud, Child Support Operations Manager, Manager Linnerud explained that the significant work of the CSI (G17) is driven by Federal performance timelines. The CSI (G17) teams

are split into an alphabet split. Each CSI (G17) has a small chunk of the alphabet, which is approximately 2,200 cases (1,500 of the cases have an obligation). Each case has specific worklists attached to it that drives the case, including alerts to a new case, alerts that paperwork is due, appointment dispositions, locate worklists, timeline worklists, and alerts to monitor for payment. Whether receiving work from a worklist, incoming mail, a phone call, or an attorney, the CSI (G17) has to be sure their cases are moving accurately and are processed diligently as all of the work performed by the CSIs (G17) impacts the Agency's budget and the budget of the State (i.e. due to Federal Funding). Manager Linnerud explained that the work of the CSI (G17) includes a lot of report and financial document analyzing, decision-making, and determining Court actions. Additionally, the CSIs (G17) must be able to understand various components of the cases, laws and statutes on the cases, County, State and Federal processes, and State and Federal Timelines.

In speaking with Lisa Bina, Child Support Enforcement Operations Director, Director Bina explained that while discretion varies somewhat by team, overall, the CSIs (G17) exercise a high level of daily discretion. The CSI (G17) role evolved from a "paralegal" concept into a distinct classification because CSIs (G17), not Attorneys, drive most case decision-making. Director Bina noted that CSIs (G17) investigate and determine next enforcement or establishment steps, interpret complex and frequently changing state/federal child support laws and timelines tied to federal funding and audits, manage electronic court processes, coordinate closely with courts and attorneys, calculate and recommend actions (i.e. support adjustments), and perform intensive locate/enforcement work across many partners. The CSIs (G17) carry assigned caseloads in the system (unlike the Legal Support Team (LSTs)/Attorneys who may have alphabet ranges but not system-assigned cases), work with substantial independence supported by continuing education and policy manuals, and provide peer-to-peer coverage when absent.

In speaking with Vue Yang, Child Support Legal Director, Director Yang explained that the CSI (G17) role has evolved most notably in how phone contact is handled. In around 2021, the Child Support Agency (CSA) moved away from an inefficient call-center "message relay" model to a triage approach, where a small switchboard handles simple updates and complex calls go directly to CSIs (G17), consistent with public-facing service expectations and federal requirements for documented contact before court action. According to Director Yang, the core work varies significantly by team (i.e. paternity establishment conducting participant interviews, a specialized lien function handled by one person, and a financial/court-order team entering orders and performing financial work). Managers are responsible for interpreting policy and designing compliant processes for the CSIs (G17) to follow. The work of the CSI (G17) is assigned largely through mail received and automated system-generated worklists. It is expected for the CSIs (G17) to complete their work independently and methodically within system prompts, following internal rules and attorney approval as needed, with substantial day-to-day discretion. Authority is generally constrained by supervisory or attorney approval, with slightly greater autonomy in Administrative Enforcement. Director Yang noted that the role is complex and slow to master due to constantly changing child support law and procedural requirements.

In speaking with CSI Incumbent Brett Culver, Incumbent Culver indicated that the work performed by position #299 is highly specialized and stand-alone. The role is focused almost exclusively on lien enforcement and asset seizure, including independently deciding what assets to intercept (i.e. bank and retirement accounts, vehicles, housing), when to pursue them, and how to execute enforcement, rather than the broader range of duties described for CSIs (G17) in a large unit where staff specialize by function. Work duties include managing a large lien-eligible caseload (estimated 7,000–9,000 cases), conducting ongoing asset monitoring and matching (including monthly FITA matches), working daily in

KIDS and multiple State/Federal systems, interpreting and applying court orders to enforce collections, and spending more time on legal enforcement strategy and verbal negotiation than on data entry or administrative processing. The role has evolved over the past five years as the County has become more proactive and revenue-focused in pursuing asset seizures. Incumbent Culver explained that regular coordination with attorneys, insurers, and other jurisdictions occurs and position #299 provides guidance to other Counties. Although the PD's stated education, training, and experience requirements are generally accurate, Incumbent Culver noted that it would be beneficial to separate the PD for Administrative Enforcement position #299 to have more clearly differentiating duties as the current PD does not capture the complexity, discretion, and responsibility of this asset seizure-focused position.

In speaking with CSI Incumbent Jessica Fenty, Incumbent Fenty described the CSI (G17) role as having stable core purposes (case management, establishment, and enforcement) but substantially changed methods and workload due to expanded locate tools and data sources. Incumbent Fenty noted that the 2016–2017 shift to e-filing increased responsibility and moved tasks from the LST to CSIs (G17) (including processing e-notifications and genetic testing). In 2020, the change eliminating a dedicated call center within the CSA shifted direct case calls to the CSIs (G17), resulting in substantial time demands without reducing caseload expectations, further intensifying workload even if it did not fundamentally change the underlying legal complexity. The CSI (G17) work differs by team across the case lifecycle: intake creates and locates, paternity/establishment moves cases to court and coordinates genetic testing, the financial team enters and corrects order entries, and enforcement (Incumbent Fenty's role) performs checks-and-balances on orders, verifies locate/employer information, issues income withholding, follows statutory notice steps, and continuously monitors and escalates enforcement. While KIDS assigns a case to one primary worker (often defaulting to enforcement after an order is entered) and cases remain with that worker for years, working in the case requires daily coordination with the financial team, LSTs, and Attorneys. The work of the CSI (G17) is characterized as primarily legal-process work with some administrative components, including submitting order entry/update requests, documenting actions, and performing data entry across multiple systems daily. Although Incumbent Fenty does not enter court orders, daily interpretation of court orders is required. Incumbent Fenty noted that the CSIs (G17) operate autonomously and make nearly all decisions short of actions taken into court (which require Attorney approval), and their discretion carries significant real-world consequences (i.e. liens, tax intercepts, warrants/jail, potential felony referrals) while they manage confidentiality, domestic violence risk, and competing family financial stability under Federal and State rules and performance measures tied to funding.

In speaking with CSI Incumbent Shaniqua Murphy, Incumbent Murphy noted that the CSI (G17) classification has evolved from a more narrowly defined, primarily case-processing role into a significantly broader, higher-responsibility position that now absorbs work previously handled by other teams, while still being expected to maintain production, morale, and quality. The role now routinely includes scheduling and performing genetic testing and participating in an onsite office coverage rotation, which reduces time available for core caseload work due to walk-ins, face-to-face appointments/interviews, and related follow-up. Incumbent Murphy explained that the work of the CSI (G17) is assigned by an alphabet split and managed with general supervision, requiring CSIs (G17) to self-direct and move cases forward through worklists, notifications, and interagency coordination. The work has become more complex and less fluid due to reduced cross-training, increased paperwork and pre-court preparation (service efforts, address/employment verification, interstate document collection), and frequent internal and federal policy/guideline changes that require workflow adjustments. CSIs (G17) regularly interpret court orders across multiple court types to ensure alignment with Wisconsin statutes and Federal requirements, perform substantial data entry in KIDS, and exercise independent

judgment in areas like case closure and sanctions, often consulting Attorneys when statutory compliance is uncertain. Incumbent Murphy noted that the CSIs also provide training for new staff. Overall, the CSIs (G17) are doing more front-end and cross-functional work with limited preparation time and limited perceived recognition, contributing to workload strain and team friction.

In speaking with CSI Incumbent Barbara Nunez, Incumbent Nunez explained that the CSI (G17) classification has expanded over time by adding new roles and duties (i.e. DNA testing and increased direct customer contact), which has increased the workload. Within the CSI (G17) roles, the work generally falls into two tracks (enforcement and paternity establishment). Incumbent Nunez's role is in intergovernmental paternity establishment, which is responsible for all interstate and international paternity/establishment actions for the team, handling incoming requests from other states/countries, and initiating actions when Wisconsin lacks jurisdiction. The work is assigned through referrals when a party is located out of state or abroad. Once a case has been assigned to Incumbent Nunez, the work is performed largely independently, including conducting interviews, completing required processes, and coordinating closely with a counterpart CSI (G17) who handles intergovernmental enforcement and takes over once an order is obtained. Although the role does not enter court orders, it requires extensive documentation and significant interpretation of court and paternity orders, including processing registrations of orders. Incumbent Nunez noted that the CSI (G17) job blends administrative and legal-oriented functions with heavy data entry and documentation in KIDS. The CSI (G17) functions involve frequent internal coordination, high case complexity, and independent decision-making on scheduling and case handling. Although the CSIs (G17) have to obtain approvals for translations and attorney review before initiating new legal actions, they assume full responsibility for DNA testing and for Incumbent Nunez specifically, the bilingual work performed.

In speaking with CSI Incumbent Angela Romero, Incumbent Romero explained that the CSI (G17) role has expanded over time due to process and technology changes (i.e. e-filing, WIKids, additional systems) and added requirements (i.e. texting, mandated outreach). Many of the tasks assigned to the LST previously have since been re-assigned to the CSIs (G17). Additionally, the elimination of the call center within the CSA has caused increased direct participant contact and documentation, resulting in more frequent "touches" on cases and more phone-tag. Incumbent Romero noted that on the enforcement team, they work in an alpha-split caseload of roughly 2,000–3,000 cases, do not enter court orders (this task is handled by the financial team) but review order entries for accuracy and then pursue enforcement through locate efforts, participant/employer contact, referrals and coordination with Attorneys, and compliance with legal notice and service requirements (including due diligence before warrants). According to Incumbent Romero, the work is more legal than administrative as actions can have major legal consequences (e.g., jail, licenses, credit/employment impacts). The work of the CSI (G17) requires daily data entry and thorough documentation of contacts and events and depends on critical thinking and discretion across unique fact patterns while meeting federal performance standards tied to program funding. CSIs (G17) work autonomously, completing the underlying investigative and procedural groundwork, consult peers or leads for complex issues, and require Attorney approval only for actions that go into court. Incumbent Romero explained that added operational burdens include bilingual translation support for much of the enforcement team and greater in-office coverage requirements for enforcement (two staff per week for mail, scanning, walk-ins, etc.). Incumbent Romero noted that the work of the CSI (G17) differs significantly from the Economic Support Specialist (ESS) (G17) roles as the CSI (G17) is far less rules-driven and far more investigative and discretionary with no "driver flow" system to determine outcomes and with participants often resistant rather than benefit-seeking.

In speaking with CSI Incumbent Jeffrey Wells, Incumbent Wells noted that there has been a long-term evolution of the CSI (G17) role in which responsibilities historically handled by Corporation Counsel/Attorneys have increasingly shifted to CSIs (G17) as Attorneys spend more time in hearings, resulting in greater investigative, technical, and judgment-based work for CSIs (G17). Incumbent Wells explained that the fiscal CSI (G17) role is differentiated from enforcement-focused CSIs (G17) by its court and ledger-centered work, including entering and interpreting multiple court orders daily, translating legal order language into correct entries in the legacy KIDS system, resolving payment and disbursement issues (i.e. suspended funds, refunds, carry-forwards, timing mismatches), and coordinating with enforcement, clerical staff, and Attorneys. The work is largely performed independently under general guidance from a Lead CSI (G19) and an Operations Manager (M9), with substantial discretion exercised within State guidelines and occasional direct court contact for clarification of problematic or ambiguous orders.

In speaking with CSI Incumbent Alison White, Incumbent White noted that workflows have shifted over the past couple of years, which has increased the CSI's (G17) focus on customer service and direct case handling. Incumbent White's workload is specialized in responding to interstate cases, with a smaller but more complex and less straightforward caseload. The duties are performed with substantial independence after training with relatively limited direct supervision though performance is monitored via reports and collections. Although Incumbent White doesn't enter court orders, interpretation of court orders occurs frequently. Incumbent White noted that the work of the CSI (G17) is both administrative and legal in nature, requiring understanding of the law and significant work within various systems and data entry/review. The nuanced judgment in progressing enforcement actions done by the CSIs (G17) determines when to advance matters toward contempt/bench warrant pathways (with Attorneys making final legal determinations) and tailor enforcement recommendations based on the history of the individual in review and case specifics rather than a one-size-fits-all approach.

In speaking with CSI Incumbent Claudia Wiederholt, Incumbent Wiederholt noted that the updated PD generally captures the CSI (G17) work but overall, CSI (G17) group duties are broad and percentage allocations may vary due to time demands fluctuating (i.e. participant-facing genetic testing and coverage activities). Incumbent Wiederholt explained that the CSI (G17) role is continuously evolving, with additional functions and workload shifting to the CSIs (G17) (i.e. genetic testing) from other CSA classifications, making it difficult to consistently meet the KIDS-driven three-business-day worklist and mail deadlines. On the paternity team specifically, Incumbent Wiederholt serves as the first operational line after intake by initiating cases, interviewing mothers, conducting genetic testing, educating participants, and maintaining frequent communication with participants. The work of the paternity team is assigned by an alpha-split and daily KIDS worklists and mail received drives the daily tasks and workload. Supervisory oversight occurs largely through monitoring KIDS status and mail flow. Incumbent Wiederholt explained that the work of the CSI (G17) is performed independently most of the time and it is a hybrid of administrative and legal-process work, with extensive daily coordination with the CST (G17), LST, and Attorneys. Much of the work performed includes constant data entry and information reconciliation across roughly a dozen systems that do not always integrate. Although Incumbent Wiederholt does not typically enter court orders, duties include interpreting and following paternity-related orders. Additionally, Incumbent Wiederholt may update records for changes (i.e. child name changes). According to Incumbent Wiederholt, the work of the CSI (G17) is highly complex and variable with limited practical step-by-step guidance beyond general references.

In speaking with CSI Incumbent Kris Zimmerman, Incumbent Zimmerman described the CSI (G17) role as highly learnable through child-support-specific training but increasingly expanded over time as office

operations changed, with duties shifting from LST/CST functions to CSIs (G17) (notably direct phone coverage and some e-filing/eCourts-related work). The work of Incumbent Zimmerman is distant from most CSIs (G17) as the work of position #1810 is focused on review and analysis. Although Incumbent Zimmerman doesn't carry an ongoing caseload, the work of position #1810 includes intake quality control, reviewing essentially all incoming cases to determine whether the agency should accept the case, ensuring correct participant roles and service, identifying duplicates, correcting names/PINs, opening/closing or consolidating cases, adding clarifying notes for downstream workers, answering complex process questions (i.e. venue/jurisdiction, case composition), coordinating with other agencies, and even building internal databases to support CSA operations. Incumbent Zimmerman noted that the work of the CSA is highly collaborative, with each team depending on the others' specialized knowledge to move cases through paternity/establishment, enforcement, LST processing, and Attorney action. The CSIs (G17) serve as the primary liaison between participants and Attorneys and exercise substantial independent judgment on operational decisions. According to Incumbent Zimmerman, the CSI (G17) work is different from the ESS (G17) roles as it is more nuanced, discretionary, and case-management-driven (not simple eligibility determinations), citing that effective CSI (G17) discretion and management support can materially improve compliance and outcomes.

In speaking with Lead Child Support Investigator Lora Angeles, Lead Angeles explained that the CSI (G17) work has grown due to constant staffing turnover and added responsibilities. The workloads for the CSIs (G17) fluctuate by hundreds of cases and assignments are primarily driven by computerized worklists triggered by WIKids e-notifications and occasional report-driven work. Lead Angeles noted that CSIs (G17) perform daily data entry and daily court-order entry, requiring careful interpretation and correct entry of financial terms. Accuracy is critical to meet performance standards and protect program funding. The duties and responsibilities of the CSIs (G17) are highly complex and detail-intensive. CSIs (G17) are often coordinating with participants, Attorneys, and internal teams, exercising substantial independent judgment while navigating their cases (i.e. whether to pursue contempt or warrants, close cases, and select forms or actions) and aiming to resolve issues efficiently while avoiding unnecessary downstream workload.

In speaking with Attorney Michelle Wagner, the CSI (G17) classification has broadened and shifted with major operational changes increasing CSI (G17) complexity and customer-service load. Additionally, there have been statewide and program changes that have altered workflows for the CSA as a whole. The CSI (G17) classification is described by Attorney Wagner as distinctly not clerical, rather a combination of administrative work and substantial legal-process support. The legal-process support work of the CSIs (G17) includes interpreting work orders, seeking clarification from the Courts and Attorneys, and deciding when matters should be forwarded for court action. Attorney Wagner noted that the CSI (G17) classification and duties vary significantly within the same title. While all CSIs (G17) have taken on new outreach expectations and compliance initiatives (i.e. genetic testing, payments, texting clients, etc.), the financial team functions have expanded significantly, moving beyond calculations into purge/warrant-related processes, payment-related communications, auditing, and entering all court and private orders into KIDS. Additionally, the enforcement team workload has increased due to state policy/bulletin changes adding steps before contempt and more worksheets.

In speaking with Attorney Andrea Brendemuehl, Attorney Brendemuehl was not aware of the specific updates to the CSI (G17) position description. Attorney Brendemuehl explained that the Attorneys work with the CSIs (G17) every day, mostly via email. The Attorney and CSI (G17) relationship is tightly interconnected in a high-volume, federally regulated child support environment where Attorneys must review, approve, sign, and file court actions, while CSIs (G17) work from computerized worklists to

investigate cases, compile background facts, and flag matters for potential legal action. Although CSIs (G17) provide the investigative and case-analysis foundation, Attorneys retain final legal decision-making authority and do substantial hands-on work themselves (i.e. typing a significant share of documents and completing their own hearing preparation). The CSIs (G17) are doing both administrative and legal-related work, which requires the classification to be knowledgeable in child support processes and laws. Attorney Brendemuehl noted that at a time when CSIs (G17) are feeling less supported and are required to do more, the challenges lie in that there are increasing workloads and caseloads, expanding federal requirements, and changes within case law, which have updated processes and significantly lengthened timelines (i.e. contempt actions taking over a year versus months).

Currently, there is one PD for the entire CSI (G17) classification. The CSI (G17) classification includes the following teams: enforcement, administrative enforcement, intake, paternity, establishment, financial, and intergovernmental. It is noted on the APM request document from the Department that, "Different teams within the investigator position have varying levels of discretion, however, as a whole the investigators have a high level of discretion in executing all of their duties on a daily basis, with the exception of court order entry and financial audits." In asking members of Management if it would be beneficial to have more than one PD for the CSI (G17) classification that addressed specific duties and responsibilities for each of the teams, it was noted by Director Bina, Manager Linnerud, and Manager Righter that leadership supports keeping all CSIs (G17) in a single classification and PD because the work requires broad, shared core competencies. A single PD for all of the CSIs (G17) provides operational flexibility to reassign staff across teams to cover retirements or vacancies and meet changing workload needs without unnecessarily restricting training or skill development. Director Yang noted that although it may make sense to have one PD for each of the teams to provide a more accurate reflection of each of the team's duties, there is a benefit to having one overarching PD as it allows for lateral moves within the CSA.

Given this information, the audit continued using one PD for the entire CSI (G17) classification. The old and the new PDs for CSI (G17) were compared:

Child Support Investigator Old PD	Child Support Investigator New PD
Function A – 40%: Analyze cases to determine next appropriate action using the KIDS Information Data System (KIDS). Function B – 20%: Draft forms and correspondence. Function C – 20%: Maintain contact with parents and other individuals and negotiate agreements. Function D – 10%: Locate absent parents. Function E – 10%: Update case information in KIDS.	Function A – 40%: Management and Analysis of Child Support Cases Function B – 15%: Preparation of Agency Forms and Correspondences Function C – 20%: Communication with Participants and Third Parties Function D – 20%: Investigations and Location Activities Function E – 5%: Provision of Team Coverage and Participation in Outreach
<u>Education, Training and Experience:</u> Any combination of training and experience equivalent to two (2) years of college with courses related to the legal system, or at least two (2) years of work experience that includes substantial financial experience and collecting and analyzing information and interpreting complex guidelines and	<u>Education, Training and Experience:</u> Any combination of training and experience equivalent to two (2) years of college with courses related to the legal system, or at least two (2) years of work experience that includes substantial financial experience and collecting and analyzing information and interpreting complex guidelines and

regulations experience, or two (2) years of increasingly responsible clerical experience, including one (1) year of legal clerical work in a court system, law office or related environment.	regulations experience, or two (2) years of increasingly responsible clerical experience, including one (1) year of legal clerical work in a court system, law office or related environment.
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In comparing the old and new PDs for the CSI (G17), both PDs are focused on child support case analysis, preparing agency forms/correspondences, and completing investigations/locating absent parents. There weren't a lot of changes to the old and new PDs, however, the changes that occurred and the new duties identified on the new PD indicate greater management of child support cases, additional communication with participants and third parties, providing team coverage, and participating in outreach.

New duties to highlight include:

- Enter court orders into the child support system within federal timelines.
- Conduct financial audits and adjustments to ensure accurate case accounting.
- Perform genetic testing.
- Negotiate agreements with participants and/or third parties consistent with statutory requirements and agency policies, such as passport, lien, levy, and purge payments.
- Utilize judgment and discretion to resolve complex case issues.
- Work case management reports to meet performance measures.
- Communicate with other states and countries as it relates to intergovernmental case processing.
- Provide team, phone, genetic testing, and front desk coverage as needed.
- Assist in training of new staff, when requested.
- Participate in monthly community outreach efforts with the Urban League, Job Center, and other partners.

The new PD indicates greater discretion and additional technical/legal tasks now required of this classification. Additionally, there is a broader scope and clearer programmatic impact on compliance and performance. The new PD is more complex across legal, technical, and procedural dimensions, resulting in a greater consequence of error and a greater focus on independent judgment.

The Child Support Investigator is currently in the G17 pay range. The Definition of this classification is: *Under general supervision, initiates new cases, establishes paternity, establishes and enforces child support orders, enters court orders, locates absent parents and their income and assets, communicates with parents, employers and other governmental agencies, monitors, assesses, recommends and prepares forms for child support attorneys to proceed with court actions, takes administrative actions, and works state reports. In conjunction with the Child Support Attorneys, this position exercises significant discretion and independent judgment in managing cases and ensuring compliance with state and federal regulations, agency policy, and performance measures. Performs other duties as assigned.*

The request is to reclassify this classification from G17 to G19. The new PD for the CSI (G17) classification was compared to various classifications/positions in pay ranges G17, G18, and G19. The following G17 positions were compared to the new CSI (G17) PD:

Child Support Investigator New PD	Collections Specialist (G17) #1208 PD	Economic Support Specialist (G17)	Paralegal I (G17) #1603 PD
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Function A – 40%: Management and Analysis of Child Support Cases Function B – 15%: Preparation of Agency Forms and Correspondences Function C – 20%: Communication with Participants and Third Parties Function D – 20%: Investigations and Location Activities Function E – 5%: Provision of Team Coverage and Participation in Outreach	Function A – 60%: Manage Billing Accounts Across Several Service Types Function B – 25%: Program Maintenance Function C – 10%: Coordination of Collections Operations Function D – 5%: Unit Operations	Function A – 33%: Process applications and determine eligibility accurately and timely Function B – 33%: Ongoing case management Function C – 20%: Maintain program integrity Function D – 10%: Training Function E – 4%: Other duties as assigned	Function A – 40%: Train, Assign and Monitor the Work of Others Function B – 25%: Gather Pertinent Information to Assist Agency Attorneys using the Kids Information Database System (KIDS) Function C – 25%: Serve alongside the Legal Support Supervisor as the Liaison to all Legal Process Partners Function D – 10%: Other Duties
<u>Education, Training and Experience:</u> Any combination of training and experience equivalent to two (2) years of college with courses related to the legal system, or at least two (2) years of work experience that includes substantial financial experience and collecting and analyzing information and interpreting complex guidelines and regulations experience, or two (2) years of increasingly responsible clerical experience, including one (1) year of legal clerical work in a court system, law office or related environment.	<u>Education, Training and Experience:</u> Any combination of education, training and experience equivalent to high school graduation. Individuals must also possess four (4) years of varied office experience; with an emphasis in accounts receivable and/or working in electronic databases.	<u>Education, Training and Experience:</u> Any combination of education, training and experience equivalent to high school graduation (or equivalent) and two (2) years' experience providing case management and/or eligibility determination of clients. Two (2) years of related college study may be substituted for the described experience. Must have at least one (1) year of experience with electronic data processing equipment and use of current computer programs.	<u>Education, Training and Experience:</u> Must have an associate's degree from a two (2)-year legal assistant program or a minimum of two (2) years' work experience, which includes substantial emphasis on collecting and analyzing information and interpreting guidelines, regulations and/or laws applicable to prosecution within the Wisconsin judicial system, or two (2) years of increasingly responsible clerical experience, which includes substantial public contact, as well as one (1) year of legal clerical experience in a court system, law office or similar environment. An equivalent combination of training and experience may be considered.

In reviewing various G17 classifications, the first classification to consider as a comparable to the CSI (G17) was Collections Specialist (G17) position #1208. Although both classifications carry compliance and financial risks, the work of the CSI (G17) holds higher complexity with legal and investigative components and federal performance constraints. Additionally, the CSI (G17) holds greater decision-making scope, legal accountability, and consequence of error. There are some responsibilities between these two classifications that overlap in financial record work and coordination with Child Support, but overall, the CSI (G17)'s responsibilities are broader and more legal/case-driven, which requires a higher level of independent judgment, while the Collections Specialist (G17) operates primarily within fee assessment and administrative operations.

The next classification to consider as a comparable to the CSI (G17) was the ESS (G17). It is important to note that in 2023, the ESS (G17) classification was reallocated from the G15 to G17 pay range with a

significant emphasis on comparable responsibilities with the CSI (G17) classification. The Analysis and Recommendation document notes that, “Both of these classifications are broad and perform duties and responsibilities that impact several different areas/programs. Similar to the ESS, the CSI classification is responsible for utilizing complex software programs to maintain caseloads. One of the primary differences is that CSIs monitor specific cases (financial and health care) to ensure that participants are abiding by court orders, whereas ESSs must apply complex federal, state, and local policies to determine if individuals are eligible to receive services. ESSs are “assigned” less cases with greater variation, while CSIs are assigned more cases with less variation.” Not only were broad similarities noted between these two classifications, both require incumbents to possess at least two years of relevant experience. The conclusion of this reallocation explained, “Comparable external counties typically pay their entry level ESS and CSI classifications equally. Reallocating the ESS classification from the G15 to G17 pay range will eliminate inequity and align the Dane County compensation plan with external counties (within and outside of the Capital Consortium). This will also reduce the pay range difference between the lead and entry level ESS classifications from four to two.”

In reviewing the 2023 reallocation, only the class specs for these two classifications were reviewed/compared. In completing this audit, the new PD for the CSI (G17) was compared to the PD for the ESS (G17) in addition to comparing the class specs. Both the ESS (G17) and the CSI (G17) PDs are case-management heavy, requiring policy application. Both PDs have significant impact both internally and externally. However, the CSI (G17) carries greater legal discretion, financial auditing skills, and requires independent judgment, while navigating court-facing responsibilities and investigative components. The court-related duties (i.e. entering court orders, preparing legal actions) and investigation-related duties the CSI (G17) is responsible for is not required of the ESS (G17). This legal exposure creates greater organizational risk and more complexity. Overall, the CSI (G17)’s discretion is broader and more legal in nature, resulting in greater consequence of error. Given the changes to the PD, it can also be inferred that the CSI (G17)’s are assigned a significant number of cases with great variation when compared to the cases processed by the ESS (G17).

Director Bina provided some insight regarding the difference between the CSI (G17) and ESS (G17) classifications from her perspective as Operations Director. According to Director Bina, the CSIs (G17) are not peers to the ESSs (G17) as the work of the CSI (G17) is legal/technical-focused and includes growing relationships with long-term families and jurisdictionally complex items, while the work of the ESS (G17) is performed in a call center and is administratively focused. Director Bina explained that the CSIs (G17) are specialized based on their particular team and they “drive the ship” by deciding what should move forward and preparing matters for Attorneys, with the Attorneys typically following CSI (G17) recommendations. Additionally, the CSIs (G17) always operate under the pressure of knowing their work is audited and the amount of Federal funding received is tied to their performance.

Class specs for outside Counties were also reviewed for CSI (G17) and ESS (G17)-related positions, including Brown and Waukesha Counties. At Brown County, there are Child Support Specialists (salary range: \$23.08 - \$30.44 hourly) and Economic Support Specialists (salary range \$23.08 - \$30.44 hourly). At Waukesha County, there are Child Support Specialists (salary range: \$26.19 - \$36.37 hourly) and Economic Support Specialists (salary range: \$26.19 - \$36.37 hourly). Although these two positions fall within the same salary ranges for both counties, it is important to note that both Counties follow the same title format, signifying both positions are “Specialists,” where Dane County differentiates the classifications between “Investigator” and “Specialist.” Additionally, the current salary ranges for both Counties are substantially lower than Dane County salaries for these two classifications.

When utilizing GovAI to compare the two classifications at Brown County, it was noted that the Economic Support Specialist and Child Support Specialist roles are comparable in overall level (both involve complex, regulated determinations, high-volume casework, significant independent judgment and direct client impact). The work is not identical, but the decision-making demands, complexity, and impact of errors appear broadly similar enough that a similar salary range is defensible. It was also noted that the classifications “earn” their complexity differently, the Economic Support Specialist is heavier on financial/program eligibility and mathematical budgeting, while the Child Support Specialist is heavier on legal enforcement processes, court preparation, and negotiation. For Waukesha County, it was noted that the classifications show meaningful overlap in “human services specialist” fundamentals (high-volume caseload work, interviewing, documentation, applying complex rules, timelines, accuracy), but they are not fully equivalent roles. The Child Support Specialist role has a stronger legal-process and enforcement orientation, including case preparation for litigation, venue/jurisdiction determinations, negotiation of agreements, and selecting administrative enforcement mechanisms. While GovAI indicates comparisons between the classifications mentioned above in Brown and Waukesha Counties, it is important to note the differences that have previously been highlighted between the CSI (G17) and the ESS (G17) classifications within Dane County.

The new PD for the CSI (G17) was also compared to the Paralegal I (G17) position #1603 PD. The CSI (G17) and Paralegal I (G17) positions overlap in that both positions are within the CSA working on legal-process support. The Paralegal I (G17) focuses on legal support workflows, training, and e-filing but operates primarily in a support/liaison capacity, while the CSI (G17) is responsible for complete case management that includes significant discretion over case outcomes and compliance with Federal timelines. The Paralegal I (G17)’s impact is operational and administrative in nature with checks by Attorneys, while the CSI (G17)’s impact is greater in regards to legal rights/actions, compliance, and agency performance. Overall, the CSI (G17)’s complexity and impact is greater than that of the Paralegal I (G17) as the CSI (G17) holds a higher level of independent case authority and enforcement/investigative responsibilities. The broad scope of the CSI (G17) requires more independent decision-making that creates higher stakes with a larger consequence of error.

The following G18 positions were compared to the new CSI (G17) PD:

Child Support Investigator New PD	Paralegal II (G18) #237 PD	Assistant Veterans Service Officer (G18) #3623 PD
Function A – 40%: Management and Analysis of Child Support Cases Function B – 15%: Preparation of Agency Forms and Correspondences Function C – 20%: Communication with Participants and Third Parties Function D – 20%: Investigations and Location Activities Function E – 5%: Provision of Team Coverage and Participation in Outreach	Function A – 35%: Administrative Support Function B – 35%: Compose Documentation Function C – 25%: Litigation Support Function D – 5%: Other Duties	Function A – 60%: Perform Front ACVSO duties/and Support Front-End Business Operations Function B – 40%: Provide Direct Benefits Services with assigned caseload

<u>Education, Training and Experience:</u> Any combination of training and experience equivalent to two (2) years of college with courses related to the legal system, or at least two (2) years of work experience that includes substantial financial experience and collecting and analyzing information and interpreting complex guidelines and regulations experience, or two (2) years of increasingly responsible clerical experience, including one (1) year of legal clerical work in a court system, law office or related environment.	<u>Education, Training and Experience:</u> Progression to the II level will require a minimum of 3 years' experience as a Paralegal I with Dane County or 3 years with a comparable agency and the demonstrated knowledge and skills to independently perform all the duties of the Paralegal I which includes substantial emphasis on interviewing individuals, collecting and analyzing information and interpreting complex guidelines, regulations and laws applicable to criminal prosecution within the Wisconsin judicial system; and extensive experience in litigation support and drafting of complex documents is required. The decision to promote an employee from the I to II level will be based on performance evaluations done by the supervisor. The decision to hire a new employee at this level will be determined through a rate justification form.	<u>Education, Training and Experience:</u> Any combination equivalent to high school graduation and four years of full-time experience working with the public providing information on complex rules and guidelines. Full time study at an accredited college in psychology, social work or a related field may be substituted on a one for one basis for experience. Must be an honorably discharged veteran as specified in Wisconsin State Statute 45.80.
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When considering G18 classifications, Paralegal II (G18) position #237 and Assistant Veterans Service Officer (G18) position #3623 were compared to the new PD for the CSI (G17). The responsibilities of the Paralegal II (G18) and CSI (G17) are similar in that both positions require independent judgment while providing legal-system support, however, the CSI (G17) holds greater emphasis and more autonomous decision authority tied to federal performance standards. The Paralegal II (G18) provides litigation and department-wide support, while the CSI (G17) provides frontline case management, financial/accounting adjustments, and enforcement for citizens throughout the County. The Paralegal II (G18) holds litigation and procedural complexity, while the CSI (G17) holds regulatory and financial complexity. Overall, the CSI (G17) has significant discretion over case actions and compliance outcomes and the responsibilities require greater decision-making authority and a stronger focus on compliance.

In comparing the CSI (G17) to the Assistant Veterans Service Officer (G18), although both positions navigate similar complexities and provide client casework and documentation, the CSI (G17) exercises greater independent discretion tied to statutory deadlines, court orders, and intergovernmental casework, while the Assistant Veterans Service Officer (G18) focuses on client assistance, benefit applications, and outreach under general supervision. The duties of the CSI (G17) hold a broader organizational impact, while the duties of the Assistant Veterans Service Officer (G18) provide a deeper client-level impact. The responsibilities of the CSI (G17) hold a greater degree of discretion and independence in decision making and a higher legal and compliance risk to the County.

The next pay range to consider was the requested G19. There are currently three classifications in the G19 pay range, Lead CSI, Lead ESS, and Lead Mechanic. Another aspect of this reallocation request includes reallocating the Lead CSI classification from the G19 pay range to the G21 pay range. Given this proposal, the new PD for the CSI (G17) was not compared to the PD for the Lead Child Support Investigator (current G19) but to the other G19 classifications below:

Child Support Investigator New PD	Lead Economic Support Specialist (G19) #1311 PD	Lead Mechanic (G19) #346 PD
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Function A – 40%: Management and Analysis of Child Support Cases Function B – 15%: Preparation of Agency Forms and Correspondences Function C – 20%: Communication with Participants and Third Parties Function D – 20%: Investigations and Location Activities Function E – 5%: Provision of Team Coverage and Participation in Outreach	Function A – 30%: Consortium workload management Function B – 25%: Training EAWS Staff Function C – 35%: Exercise leadership for the Consortium staff Function D – 5%: Case management Function E – 5%: Other Duties as Assigned	Function A – 45%: Facility Maintenance Leadership Tasks Function B – 35%: Facility Operations and Repairs Function C – 20%: Financial Responsibilities and Facility Maintenance Budget Planning
Education, Training and Experience: Any combination of training and experience equivalent to two (2) years of college with courses related to the legal system, or at least two (2) years of work experience that includes substantial financial experience and collecting and analyzing information and interpreting complex guidelines and regulations experience, or two (2) years of increasingly responsible clerical experience, including one (1) year of legal clerical work in a court system, law office or related environment.	Education, Training and Experience: Must have any combination of training and experience equivalent to four (4) years of economic assistance work experience. Must be employed by Dane County as an Economic Support Specialist for at least three (3) years.	Education, Training and Experience: Any combination of training and experience equivalent to a high school diploma and three (3) years of building experience including general mechanical, with an understanding of plumbing, carpentry, electrical and HVAC work. Must have experience in computer applications and administrative responsibilities.

Although these two G19 classifications are designated “lead” and provide leadership-support within their respective Departments that is not applicable to the CSI (G17) classification, the other duties assigned to these positions were compared to the new PD for the CSI (G17). In comparing the Lead ESS (G19) position #1311 PD to the new PD for the CSI (G17), although these classifications have separate focuses, both classifications operate at an advanced level and hold a similar level of complexity and consequence of error. The decisions and discretion of both classifications affects both clients and internal operations alike. The Lead ESS (G19) has a strong focus on ongoing resource management and a broad organizational scope across the Capital Consortium. Similarly, the CSI (G17) holds a deep level of legal authority and enforcement within the CSA through case management-related responsibilities, as well as through the tasks involving agreement negotiation, ensuring compliance with State and Federal timelines, and preparing legal action requests. Both positions must uphold a similar level of compliance as the Lead ESS (G19) primarily focuses on financial/administrative compliance and the CSI (G17) primarily focuses on legal compliance.

The other G19 classification that was compared to the new PD for the CSI (G17) was the Lead Mechanic (G19). In reviewing the Lead Mechanic (G19) position #346 PD, it is important to note that these two classifications’ responsibilities are in entirely different fields (facilities/trades vs. legal/casework), however, both classifications are responsible for technical work with comparable autonomy and a broad organizational reach/scope of impact. Additionally, both classifications are exposed to a high level of risk, with the CSI (G17) being exposed to legal, compliance, and financial risks and the Lead Mechanic (G19) being exposed to physical, safety, and compliance risks. The CSI (G17) is responsible for legal and regulatory discretion, while the Lead Mechanic (G19) is responsible for operational discretion affecting safety and continuity of facilities.

After reviewing and comparing the responsibilities of the CSI (G17) classification with various classifications/positions, it is clear that the CSI should be reclassified to the G19 pay range due to the comparable level of complexity, organizational impact, level of supervision received, and the knowledge, skills, and abilities required to successfully perform in the position.

REVIEW AND ANALYSIS – Lead Child Support Investigator

The next part of this request includes the request to reclassify Lead CSI (G19) to the G21 pay range.

In speaking with Angel Righter, Child Support Operations Manager, Manager Righter explained that a big piece of what the Lead CSI (G19) does is provide training, communication, direction, problem solving, and reporting for their assigned CSI (G17) team. Lead CSIs (G19) are required to handle multiple tasks and move in multiple directions at the same time. The Lead CSIs (G19) work directly with each other and the CSI (G17) team in the Agency. Manager Righter indicated that the Lead CSIs (G19) have to know all of the processes, policies, and statutes of the child support program, ensuring they are able to answer direct questions from their CSI (G17) team. The Lead CSIs (G19) work to streamline daily work within the Agency and impact process improvements.

In speaking with Amber Linnerud, Child Support Operations Manager, Manager Linnerud explained that there are now two Lead CSIs (G19) within the Agency that are each responsible for their own unique set of tasks given the teams assigned to them. Both Lead CSIs (G19) work with most classifications within the Agency and are the initial point of contact for their teams. The Lead CSIs (G19) answer escalated calls, take care of confidential cases, provide coverage and direction for their teams, and are responsible for training/monitoring for compliance. Manager Linnerud explained that the Lead CSIs (G19) have to understand policy and procedure at a deeper level, have to know how to resolve issues on a case, and must understand compliance. Although the Lead CSIs (G19) do not have much more authority than the CSIs (G17), they monitor caseloads and work with the Operations Managers (M9) on any personnel issues that may arise.

In speaking with Lisa Bina, Child Support Enforcement Operations Director, Director Bina explained that the Lead CSI (G19) classification has expanded to two Leads, who each serve as a first line of defense that filters and resolves CSI (G17) questions before they escalate to Managers or Directors. The two Leads are aligned by functional areas (one covering enforcement and intergovernmental, and one covering paternity/establishment, intake, fiscal, and shared intergovernmental support). Lead CSIs (G19) are expected to be subject-matter experts who know the full scope of CSI (G17) work, perform significant research and case troubleshooting, lead and organize team meetings, and conduct daily case audits to ensure processes and expectations are followed. Their work is guided by an expectation document that expounds on their PD, which includes reviewing, working, and auditing reports, supporting managers during agency audits tied to performance measures, generating team reports, coordinating team coverage and on-site rotation schedules, handling escalated calls, providing training and maintaining curriculum, following through on new directives or policies, and contributing to statewide workgroups and community collaborations. While the Lead CSIs (G19) hold no formal personnel authority, they carry high process authority as they substantiate answers, determine when manager involvement is needed, and contact the State Office for clarification. According to Director Bina, the Lead CSI (G19) complexity parallels that of the CSIs (G17) due to legal and statutory interpretation, federal resource use, continual updates, and increased leadership and professionalism demands. The Lead CSIs (G19) perform their duties in a performance-driven environment (to protect

federal funding), where each case is unique, requiring expert judgment rather than routine automated processing.

In speaking with Vue Yang, Child Support Legal Director, Director Yang explained that the Lead CSI (G19) classification has evolved primarily through redistribution of workload rather than major changes in core duties. The Department initially only had one Lead overseeing roughly 26 CSIs across all teams, which proved to be unmanageable. The Department then created a second Lead CSI (G19) position, with one focusing on the larger enforcement team and the other covering the remaining smaller teams. Director Yang noted that the work of each Lead CSI (G19) is more specialized now and that their workload is largely driven by operational needs and escalation support (i.e. training new staff, handling next-step escalations, adjusting workflows during vacancies, monitoring staff worklists, running monthly/quarterly reports, providing coverage/float support). The Department has ongoing discussion about the Lead CSI (G19) maintaining a small caseload (around 200 cases) to keep them current and credible with frontline staff. According to Director Yang, Leads receive direction through meetings with Operations Managers and the Director and primarily function to implement and ensure adherence to processes and policies developed at the manager-level, including running meetings and agendas when directed. The role is described as relatively “stand-alone,” with complexity similar to that of the CSIs (G17) but requiring additional experience and a practical leadership mindset. Director Yang noted that the Leads generally avoid making decisions without consulting a Manager or Attorney.

In speaking with Lead Child Support Investigator Lora Angeles, Lead Angeles explained that as a Lead CSI (G19), position #2195 leads the paternity, fiscal, establishment, intake, and non-4D teams and co-leads the intergovernmental team. The work of position #2195 includes completing on-site responsibilities and genetic testing as well as providing broad support to the CSIs (G17) across multiple functional areas, including weekly monitoring of worklists, e-notifications, the fiscal order-entry inbox, interstate communications, distributing electronic documents to assigned CSIs (G17), overseeing application processing, covering for absences, and simultaneously carrying a full caseload. Additionally, the Lead CSIs (G19) hold specialized duties not performed by general CSIs (G17), such as serving as the Language Line liaison, attending and helping lead statewide/multi-county professional events, participating in ongoing community and partner engagements, co-leading the Community Access Day, and leading multiple process and support projects. According to Lead Angeles, the duties and responsibilities on the Lead CSI (G19) PD understates the complexity and scope of the role. The Lead CSI (G19) classification has evolved from being a single Lead to two Leads with increasingly divergent and expanding duties since 2020, including building and maintaining training plans and guides, serving as liaison to managers, coaching staff, and assuming new functional areas as turnover occurs. The role is described as both administrative and legal-process-informed, which requires mastery of internal procedures, legal options, varied timelines and performance measures across teams, audit readiness, and adaptable communication for both participants and coworkers. The highly complex and fast-changing work of the Lead CSI (G19) is done with substantial independent authority on technical work. Incumbent Angeles noted that the Lead CSIs (G19) do not make personnel decisions, rather function as a “middle layer” that escalates performance or staffing issues to management. According to Incumbent Angeles, a key challenge in the Lead role is sustaining morale and performance while preventing staff from feeling overwhelmed as new changes and duties continue to be added.

The organizational structure related to these positions within the CSA includes the CSIs (G17), Lead CSIs (G19), Operations Managers (M9), Operations Director (M12), and Legal Director (M15) respectively. Each of these classifications are responsible for their own specific set of duties and responsibilities. Per Director Bina, although the Lead CSIs (G19) may cover in the absence of an Operations Manager (M9)

(i.e. going directly to the Operations Director for questions), the Lead CSIs (G19) do not perform the same duties as the Operations Managers (M9). It is the expectation that the Lead CSIs (G19) take direction from the Operations Managers (M9). The CSIs (G17) first go to their Lead (G19) and then the Lead CSI (G19) will consult with the Operations Manager (M9) and then the Operations Director (M12) if needed.

Similar to the CSI (G17) PD, there is one Lead CSI (G19) PD for both Lead CSI (G19) positions. In addressing this with the Department, Director Bina confirmed that the CSA does not want separate PDs as the Lead CSI (G19) role is interchangeable and the PD encompasses the main expectations and job duties that Lead CSIs (G19) must complete. According to Director Bina, the PD reflects the basics but not all of the details of each of the duties. The CSA has a separate document for the Lead CSIs (G19) titled "Lead Investigator Expectations." This document is meant to clarify duties and is used in conjunction with the PD. It includes topics like characteristics of a leader to strive for, hours expectations, functions from the PD, systems knowledge, general knowledge, skills, and abilities, and other related items. This document was updated on February 7, 2025 and was reviewed with the Lead CSIs at that time.

The old and the new PDs for the Lead CSI (G19) were compared:

Lead Child Support Investigator Old PD	Lead Child Support Investigator New PD
Function A – 40%: Provide Daily Child Support Program Assistance to Investigators	Function A – 40%: Provide Daily Child Support Program Assistance to Investigators
Function B – 30%: Assist Management Team with Monitoring and Analyzing Cases to Meet Federal Performance Measures and to Ensure Compliance with State, Federal, and County Policies	Function B – 30%: Assist Management Team in Monitoring and Analyzing Cases to Meet Federal Performance Measures and to Ensure Compliance with State, Federal, and County Policies
Function C – 30%: Assist Managers to Create and Facilitate Training Needs of the Agency	Function C – 30%: Perform, Coordinate and Facilitate the CSI Training
<u>Education, Training and Experience:</u> Must have at least five (5) years of work experience in child support processes and laws. Must be knowledgeable in the Wisconsin child support computer system (KIDS), and other systems including, but not limited to, CARES (CWW), CCAP, Summit, and Microsoft Office products.	<u>Education, Training and Experience:</u> Must have at least four (4) years of work experience in child support processes and laws, or a combination of training and experience equivalent to four (4) years of legal and/or case management understanding. Must be knowledgeable in the Wisconsin child support computer system, and other systems including, but not limited to, CARES (CWW), CCAP/E-courts, Spillman, and Microsoft Office products.

The Position Summary on the new PD explains that the Lead CSI (G19) is an advanced level leadership position in the Division of Dane County Child Support. Under general supervision, this position will assist all child support staff in problem solving, direction, and training in their day-to-day duties. The Lead CSI (G19) will assist the Management Team to ensure high performance standards and compliance, ensure staff is aware of changes in state and federal program requirements regarding child support and monitor those standards. This position will assist management in maintaining, researching, developing and monitoring internal processes that will assist all CSA staff. The Lead CSI (G19) will train new and existing staff on state and federal changes and KIDS process relating to establish paternity, establish and enforce child support orders, locate absent parents, and their income and assets. This position will act as a leader for its respective team in the absence of the Operations Manager. This position may carry a caseload, in order to maintain program and process knowledge. It is the expectation of the Lead CSI (G19) to provide ongoing updates and suggestions to management relating to agency improvements, performance improvements, and staff development.

The new PD indicates more complexity when considering operational scope. Additionally, the new PD holds greater and more explicit decision-making responsibility as well as a larger impact and more of a concentration on operational risk. In comparing the old and new PDs for the Lead CSI (G19), the Functions and percentages of each function is identical. There are a few new duties within the Functions on the new PD, including:

- Responsible for confidential cases within the agency.
- Coordinate and delegate work to workers for respective unit.
- Be the first point of contact on complicated cases and escalated phone calls.
- Provide front desk, public phone call and genetic test coverage.
- Participate in agency and state workgroups and trainings.
- Determine and create investigator caseload assignments.
- Maintain and create Custom Text Elements for the CSI (G17) Team.
- Work with management to provide education and training to agency partners and participants.

The Lead CSI is currently in the G19 pay range. The Definition of this classification is:

This is an advanced level leadership position in the Division of Dane County Child Support. Under general supervision, this position will assist all child support staff in problem solving, direction, and training in their day-to-day duties. The Lead Child Support Investigator will assist the Management Team to ensure high performance standards and compliance, and ensure staff is aware of changes in state and federal program requirements regarding child support and monitor those standards. This position will assist management in maintaining, researching, developing and monitoring internal processes that will assist all child support agency staff. The Lead Child Support Investigator will train new and existing staff on state and federal changes and KIDS process relating to establish paternity, establish and enforce child support orders, locate absent parents, and their income and assets. This position will act as a leader for its respective team in the absence of the Operations Manager. This position may carry a caseload, in order to maintain program and process knowledge. The Lead Child Support Investigator shall provide ongoing updates and suggestions to management relating to agency improvements, performance improvements, and staff development.

The request is to reallocate the Lead CSI classification from G19 to G21. Currently, there are two other classifications in the G19 pay range, Lead ESS (G19) and Lead Mechanic (G19), and no classifications in the G20 or G21 pay range.

The new PD for the Lead CSI (G19) classification was compared to the other G19 classifications/positions:

Lead Child Support Investigator New PD	Lead Economic Support Specialist (G19) #1311 PD	Lead Mechanic (G19) #346 PD
Function A – 40%: Provide Daily Child Support Program Assistance to Investigators Function B – 30%: Assist Management Team in Monitoring and Analyzing Cases to Meet Federal Performance Measures and to Ensure Compliance with State, Federal, and County Policies	Function A – 30%: Consortium workload management Function B – 25%: Training EAWS Staff Function C – 35%: Exercise leadership for the Consortium staff Function D – 5%: Case management	Function A – 45%: Facility Maintenance Leadership Tasks Function B – 35%: Facility Operations and Repairs Function C – 20%: Financial Responsibilities and Facility Maintenance Budget Planning

Function C – 30%: Perform, Coordinate and Facilitate the CSI Training	Function E – 5%: Other Duties as Assigned	
Education, Training and Experience: Must have at least four (4) years of work experience in child support processes and laws, or a combination of training and experience equivalent to four (4) years of legal and/or case management understanding. Must be knowledgeable in the Wisconsin child support computer system, and other systems including, but not limited to, CARES (CWW), CCAP/E-courts, Spillman, and Microsoft Office products.	Education, Training and Experience: Must have any combination of training and experience equivalent to four (4) years of economic assistance work experience. Must be employed by Dane County as an Economic Support Specialist for at least three (3) years.	Education, Training and Experience: Any combination of training and experience equivalent to a high school diploma and three (3) years of building experience including general mechanical, with an understanding of plumbing, carpentry, electrical and HVAC work. Must have experience in computer applications and administrative responsibilities.

When comparing the responsibilities of the Lead ESS (G19) to the Lead CSI (G19), although these two classifications hold responsibilities within different program domains, both classifications are similar in that they are advanced lead roles without formal supervisory authority and provide training, workload coordination, and quality/compliance functions within their respective Departments. Both positions operate in a complex, confidential environment and require the ability to train others, and interpret advanced policy/regulatory requirements. However, these positions differ in that the Lead CSI (G19) operates in a legal/court environment with responsibility for agency performance measures and compliance within child support law and processes. The Lead CSI (G19) holds significant responsibility within the legal/compliance setting, ensuring program compliance and proper internal training within a legal/court-oriented domain. The level of operational and compliance leadership required of the Lead CSI (G19) is substantial and more significant when compared to that of the Lead ESS (G19).

When comparing the responsibilities of the Lead Mechanic (G19) to the Lead CSI (G19), both classifications are similar in lead-related and training responsibilities, however the duties are significantly different, as the Lead Mechanic (G19) focuses on skilled trades operations, while the Lead CSI (G19) focuses on legal/policy. Both classifications are “lead” positions with daily direction and training responsibilities, but they operate in different domains and carry different risk profiles. Although the Lead Mechanic (G19)’s decisions center on operational safety/continuity, the Lead CSI (G19)’s decisions directly affect regulatory compliance metrics. The Lead CSI (G19) has broader policy and compliance impact and ensures federal performance measures are met and agencywide training is continuously occurring. The level of decision making, scope, complexity, and impact of error for the Lead CSI (G19) is higher than that of the Lead Mechanic (G19).

Although it was noted previously by Director Bina that the Lead CSIs (G19) do not perform the same duties as the Operations Managers (M9), given there are no other classifications in the G20 or G21 pay range currently, the Lead CSI (G19) classification was also compared to the Child Support Operations Manager (M9) for possible comparison:

Lead Child Support Investigator New PD	Child Support Operations Manager (M9) PD’s
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Function A – 40%: Provide Daily Child Support Program Assistance to Investigators Function B – 30%: Assist Management Team in Monitoring and Analyzing Cases to Meet Federal Performance Measures and to Ensure Compliance with State, Federal, and County Policies Function C – 30%: Perform, Coordinate and Facilitate the CSI Training	Function A – 30%: Provision of Daily Supervisory Functions/Duties to the Enforcement Team Function B – 30%: Assistance in Monitoring and Ensuring Compliance with State and Federal Policies Function C – 15%: Provision of Workflow Documentation and Process Improvement for Child Support Agency Function D – 15%: Performance of Administrative Duties Function E – 10%: Provision of Coverage and Other Duties
<u>Education, Training and Experience:</u> Must have at least four (4) years of work experience in child support processes and laws, or a combination of training and experience equivalent to four (4) years of legal and/or case management understanding. Must be knowledgeable in the Wisconsin child support computer system, and other systems including, but not limited to, CARES (CWW), CCAP/E-courts, Spillman, and Microsoft Office products.	<u>Education, Training and Experience:</u> High school graduation, two (2) years administrative experience, and two (2) years in the supervision or lead work of a legal or professional office setting. Two (2) years of college level course work in business administration, computer science, accounting or closely related fields may be substituted for the required administrative experience. Training and/or experience in legal or child support procedures and practices as well as knowledge in the Wisconsin child support computer system (KIDS) and other systems including, but not limited to, WiKIDS, CARES (CWW), CCAP, Spillman, and Microsoft Office products is preferred.

The Lead CSI (G19) and the Child Support Operations Manager (M9) share meaningful overlap in program expertise, performance and compliance focus, and training and process support, but they are not fully comparable in scope, formal authority, and resource and accountability breadth. The Operations Manager (M9) role has clearly documented supervisory/managerial authority (hiring/discipline, grievances, payroll, telecommuting agreements, recruitment manager duties) and broader external-facing and policy responsibilities. The Lead CSI (G19) PD describes “advanced level leadership,” coordination and delegation, caseload assignments, and coverage, but it does not document the same level of formal personnel authority (hiring, discipline, grievances, time off, and payroll) of the Operations Manager (M9). Additionally, the Operations Manager (M9) has more formal decision authority and higher consequence discretion and is broader in scope and more formally accountable. Overall, the Lead CSI (G19)’s duties are very operationally specific, while the Operations Manager (M9)’s duties include both operational oversight and broader program, policy, and personnel administration.

As highlighted previously in this report, the other aspect to this request was reallocating the Child Support Investigator classification from G17 to G19. In comparing the new PD for the Lead CSI (G19) to the new PD for the CSI (G17), it is clear that the Lead CSI (G19) holds greater organizational impact, a broader scope, requires more experience, and holds greater leadership and accountability expectations. The Lead CSI (G19) is responsible for ongoing resource and time management for the respective unit and also is responsible for greater decision-making responsibilities and training of the CSI (G17) classification. It is a common practice to have Lead-designated or Management classifications at least two steps above the highest classification being lead/managed in Dane County.

In addition to the level of complexity, organizational impact, level of supervision received, and the knowledge, skills, and abilities required to successfully perform the Lead CSI (G19) position, given it has been recommended to reallocate the CSI to the G19 pay range, the Lead Child Support Investigator should be reclassified to the G21 pay range, respectively.

RECOMMENDATION

In conclusion, based on the analysis completed, I recommend:

- Reclassifying the Child Support Investigator classification from the G17 to G19 pay range.
 - Reclassifying the Lead Child Support Investigator classification from the G19 to G21 pay range.
- The lead positions report to the Child Support Operations Manager classification, M9. This reclassification will make both Managers Angel Righter and Amber Linnerud eligible for 105% pay.

COST ANALYSIS

Position #	Title	Incumbent	Current Range	Calculation	New Range	Cost Impact
21	Lead Child Support Investigator	BRITTNEY BALTUS	G19 - 5 \$37.10	\$0.85 \$37.95	G21 - 4 \$37.96	\$ 1,788.80
2195	Lead Child Support Investigator	LORA ANGELES	G19 - 4 \$36.29	\$0.85 \$37.14	G21 - 4 \$37.96	\$ 3,473.60
294	Child Support Investigator	CRIS CHAIREZ	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
302	Child Support Investigator	JACEY DYRESON	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
2181	Child Support Investigator	JESSICA FENTY	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
2183	Child Support Investigator	HEIDI HERSHBERGER	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
307	Child Support Investigator	MEE KONG	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
2191	Child Support Investigator	ANGELA ROMERO	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
308	Child Support Investigator	BRIANNA ROUSH	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
15	Child Support Investigator	CHERYL SAHR	G17 - 4 \$34.77	\$0.76 \$35.53	G19 - 4 \$36.29	\$ 3,161.60
2976	Child Support Investigator	JOSH SVEOM	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
1736	Child Support Investigator	MARY KRACH WAMBOLD	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
2182	Child Support Investigator	JESSICA RAUPP	G17 - 3 \$34.01	\$0.76 \$34.77	G19 - 2 \$34.77	\$ 1,580.80
299	Child Support Investigator	BRETT CULVER	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
1810	Child Support Investigator	KRIS ZIMMERMAN	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
2192	Child Support Investigator	JESSE HELLERUD	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
2977	Child Support Investigator	PRISCILLA COVARRUBIAS	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
296	Child Support Investigator	CLAUDIA WIEDERHOLT	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
3350	Child Support Investigator	CASSIE KJENDLIE	G17 - 1 \$32.80	\$0.76 \$33.56	G19 - 1 \$34.01	\$ 2,516.80
3037	Child Support Investigator	SHANQUA MURPHY	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
27	Child Support Investigator	TRACY COPLIEN	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
306	Child Support Investigator	JEFF WELLS	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
3349	Child Support Investigator	DUANE PIERSON	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
85	Child Support Investigator	VACANT				
2190	Child Support Investigator	MIGUEL MCDONALD TOVAR	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
2193	Child Support Investigator	BARBARA NUNEZ	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
1604	Child Support Investigator	SARAH SHAW	G17 - 5 \$35.44	\$0.76 \$36.20	G19 - 4 \$36.29	\$ 1,768.00
3533	Child Support Investigator	ALISON WHITE	G17 - 3 \$34.01	\$0.76 \$34.77	G19 - 2 \$34.77	\$ 1,580.80
3532	Child Support Operations Manager	AMBER LINNERRUD	Current: M9 - 6 \$45.04			\$ 4,139.20
			105-pay: 278 longevity credits = 15%			
			\$38.95 x 1.15 = \$44.79			
			\$44.79 x 105% = \$47.03			
2194	Child Support Operations Manager	ANGEL RIGHTER	Current: M9 - 4 \$41.69			\$ 894.40
			105-pay: 90 longevity credits = 3%			
			\$38.95 x 1.03 = \$40.12			
			\$40.12 x 105% = \$42.12			
					Cost Impact	\$56,264.00